DOCUMENT RESUME

ED 301 666 CE 051 401

TITLE	Youth: 2000, A Call to Action. Report on a National Leadership Meeting (Washington, D.C., June 10, 1986).
INSTITUTION	National Alliance of Business, Inc., Washington, D.C.
SPONS AGENCY	Department of Health and Human Services, Washington, D.C.; Department of Labor, Washington, D.C.
REPORT NO	ISBN-0-88713-714-8
PUB DATE	86
NOTE	41p.; Photographs will not reproduce well.
AVAILABLE FROM	National Alliance of Business, 1201 New York Avenue, NW, Washington, DC 20005.
PUB TYPE	Collected Works - Conference Proceedings (021) -- Reports - General (140)
EDRS PRICE	MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS	*Educational Needs; Educational Trends; *Education Work Relationship; Employment Patterns; *Employment Problems; *Employment Projections; Entry Workers; *Futures (of Society); Labor Needs; Labor Supply; Literacy; Postsecondary Education; Public Policy; Secondary Education; Social Change; *Technological Advancement; Unemployment; Vocational Education

ABSTRACT

This report describes and summarizes the discussion at a national leadership meeting conducted by the National Alliance of Business. The meeting focused on the complex and challenging economic, social, and educational issues facing today's youth. Participants included business executives, foundation presidents, mayors, state legislators, county commissioners, educators, employment specialists, and civil rights, labor, and social policy leaders. Themes that arose from presentations and round-table discussions included the following: (1) a "window of opportunity" with the number of jobs expected to grow faster than the number of young people by the year 2000; (2) worker preparation; (3) literacy; (4) higher expectations for schools; (5) collaboration among education, employment, and social service providers; (6) goals for the year 2000; and (7) a call to action. A list of participants is included. (KC)

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National Alliance of Business

A Call to Action

Reprinting of this publication was made possible through a grant from Xerox Foundation.

We gratefully acknowledge their generous support, and pay tribute to their corporate leadership on this timely issue.

Activities of the National Alliance of Business are financed with public and private resources. The largest share of public funding comes in a grant from the U.S. Department of Labor. Opinions expressed in this publication do not represent the official policy of that Department or any of the sponsoring or participating organizations.

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ISBN 0-88713-714-8

2000 youth:

A Call to Action

Report on a National
Leadership Meeting
held June 10, 1986
Washington, D.C.

Sponsored by
U.S. Department of Labor
U.S. Department of Health and
Human Services
with the participation of
U.S. Department of Education

Hosted by
National Alliance of Business

Contents

PAGE

Preface 1

Executive Summary
Youth:2000 Challenge & Opportunity 3
Principal Themes 4
A Coalescence of Sentiment 8
Responding to the Call to Action 9

Introduction 11

CHAPTER 1 A Window of Opportunity 15

CHAPTER 2 Youth: Goals for the Year 2000 19
Highlights: Address of Admiral James D. Watkins 23

CHAPTER 3 Real Education Reform 25

CHAPTER 4 Building an Action Agenda — Next Steps 29

Conclusion 32

Youth:2000 Meeting Participants (in alphabetical order) 33

Preface

On June 10, 1986, the National Alliance of Business hosted in Washington, D.C., a national leadership meeting to focus on the complex and challenging economic, social, and educational issues facing today's youth.

This meeting — Youth:2000 — was co-sponsored by the Department of Labor and the Department of Health and Human Services, with the participation of the Department of Education. This unprecedented cabinet-level sponsorship aimed to heighten national awareness about the nature and extent of the employment prospects and problems of today's young people.

Secretary of Labor William E. Brock honored the National Alliance of Business by asking the organization to host Youth:2000. As the sole national organization representing business in job training, employment, and human resource development policies and programs for the nation's unemployed and disadvantaged, the Alliance has, since its founding 18 years ago, dedicated its efforts to bring the resources of private enterprise to bear on the problems of the structurally unemployed.

Historically, the Alliance has had a special interest in the nation's youth, tomorrow's adults, and our nation's future. It is the organization's mission to bring business, government, labor, and education together in a partnership to cut the debilitating costs of unemployment and boost the overall productivity of the nation's workforce.

While it may appear that many issues discussed in the meeting — among them illiteracy, school dropouts, teen pregnancy, substance abuse, — are outside the purview of the National Alliance of Business — they are, in fact, central to the issue of youth employment and overall employability. The Alliance is vitally interested in economic, social, and educational issues which affect employability, workforce preparation, and national productivity. We believe that a failure to confront these issues will ultimately threaten our world leadership, our economic competitiveness, even our national security.

In the face of such a grave challenge, what can individuals, institutions, families, schools, and businesses do? We do not pretend to have the solutions, but we firmly believe that everyone can play a part:

- Schools need to stretch beyond the traditional teaching of the three R's, to fill the gaps caused by changes in family structures and work patterns in the eighties and nineties. They need to teach differently, to attract, motivate, and retain students through graduation; they need to offer special services and approaches for young people with special, but all too common needs, for day care, health information and referral, personal counseling, etc.

- Illiteracy is so critical an issue, that schools, families, and communities need to begin earlier, to make a frontal attack on illiteracy, through pre-school programs, and special initiatives. Anyone who can read and write can help if they are willing, and it is these small, one-to-one interventions that may ultimately have the greatest cumulative impact. It is insufficient to address illiteracy solely in the workplace, although efforts are needed there as well.

- Schools should not expect, nor be expected, to take on these extraordinary tasks without assistance. They should ask for help from families, communities, and employers. Businesses can contribute by providing information to students about the world of work, serving as mentors and role models, providing work experience, or loaning equipment. Trade and technical schools can provide valuable information to schools about vocations that their students may pursue. Community organizations need to interact with the schools as well,. offering special services and support.

- Partnerships are essential; we would urge businesses, communities, and government to seek new ways to work together to help young people in areas of mutual interest.

Those of us who came together for that unprecedented June meeting may have hoped we could shape an agenda for individual, institutional, and collaborative action. But we knew the meeting was not designed to produce a consensus or complete a policy agenda. Instead we coalesced as a working session — 75 national leaders who exchanged views over eight exhilirating hours — and forged a common commitment to tackle collectively the elusive problems facing our nation.

This report tries to capture the rich ideas, the broad-ranging views, and the caliber of thought and leadership evidenced throughout the day's discussion. It also attempts to reflect the optimism and commitment expressed during the day. Despite the diversity of the group around the table, a commonality of sentiment occurred as the day progressed. The discussion is recorded in this format to encourage a sharing of ideas in other forums and to inspire a broader group of leaders nationwide to consider the issue in its stark dimensions, to assess its challenge to us as a people, and to start on the road to a solution.

The Youth:2000 meeting was a beginning, and a successful one by most measures. The National Alliance of Business wishes to thank all those who contributed to that success through their thoughtful participation, hard work, and willingness to transcend personal and institutional interests for the public good. We wish publicly to acknowledge the intense, personal dedication of Secretaries Brock and Bowen, and their staffs, for undertaking this challenging and difficult endeavor, and for their willingness to take bold actions.

We are committed to distributing this report as widely as possible. To that end, please feel free to call upon the Alliance for additional copies or for more assistance as you pursue your own Youth:2000 strategies.

W. H. Kolberg

William H. Kolberg
President
National Alliance of Business

September 2, 1986

Executive Summary

On June 10, 1986, the National Alliance of Business hosted a national leadership meeting, Youth:2000, sponsored by the Departments of Labor and Health and Human Services, with the participation of the Department of Education. The purpose of the meeting was to focus on the complex and challenging issues facing today's youth, and tommorrow's adults, to heighten national awareness about the nature and extent of the problem, and to begin to develop an agenda for individual, institutional, and collaborative action at the federal, state and community level.

There were no predetermined outcomes. Business executives, foundation presidents, mayors, state legislators, county commissioners, educators, employment specialists, civil rights, labor, and social policy leaders, were called together by Secretary of Labor William E. Brock, and Secretary of Health and Human Services Otis R. Bowen, to offer their views and their advice. They spoke candidly about the challenge and opportunity, and sounded themes that reflected both optimism and commitment.

Youth:2000 — Challenge and Opportunity

Today, America faces enormous challenges and promising opportunities. Between now and the year 2000, new technology, stiff international competition, changes in consumer preferences, and demographic shifts will cause pervasive mismatches between workplace needs and workforce capabilities.

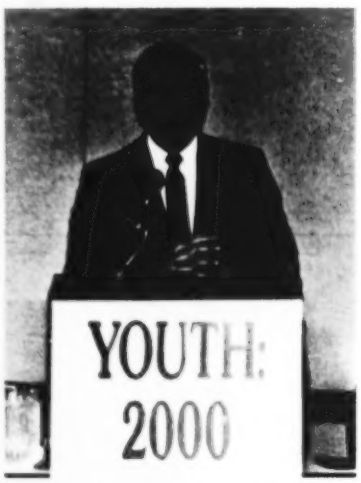
The numbers tell a story of impending crisis and profound impact:

- The number of high school dropouts, already about a million a year, will increase.
- One of every four ninth graders will not graduate from high school. For minorities and the poor, the rates are higher. In some of our cities, the dropout rate is 50 percent.
- One out of eight of all 17-year-olds in this country is functionally illiterate.
- A growing percentage of new entrants into the labor market between 1986 and 2000 will likely be black, Hispanic, immigrants, from single parent families, or poor. Scarcely more than half of young black males 16-19 are in the labor force; less than one-third are employed, and one-fourth have never been employed.
- The pregnancy rate for young women is increasing significantly, and nearly half of all black females are pregnant by age 20. Half of these young mothers will never complete high school. Teenage pregnancies cost us over $16 billion a year in welfare costs alone.

These trends are occurring at a time when the nation will need more of these young people prepared, productive and in the workforce:

- The number of young people in the workforce will shrink by nine percent over the next 14 years.
- By 1990, an estimated three out of four jobs will require some education or technical training beyond high school.

If we fail to understand these figures, and we neglect to take action, the future of our nation is at risk. Large segments of our society will be uneducated, undereducated, unprepared, and unemployable, bringing about increases in welfare dependency, crime and unrest; decreases in tax revenues, and competitiveness in world markets.



Businesses will be faced with increased costs such as greater remediation expenses, lower productivity, higher supervisory time, and poorer product quality. Becoming involved is no longer an option, it is an obligation.

Principal Themes

■ A WINDOW OF OPPORTUNITY. As the statistics indicate, in the fourteen years between 1986 and 2000, the nation has an extraordinary opportunity to address the long-standing problems of disadvantaged young people entering the workforce and the society. "The problem of youth unemployment can largely be solved by the turn of the century," according to **Thomas D. Bell,** President and Chief Executive Officer of the Hudson Institute. "We have a unique window of opportunity in which the changing demographics work in our favor." The number of new jobs expected to be created in the next ten to fifteen years will exceed the number of new entrants into the labor force.

■ WORKER PREPARATION. Unless the economy stagnates, there will be a job for every qualified young person who wants one. However, the jobs of the future will require higher skill levels than those of today. "I will guarantee you there are going to be jobs in this country," avowed **Secretary Brock.** "The question is, are we going to have people to fill them, with the kind of skills that are requisite to those jobs."

■ LITERACY. Employers will be demanding workers who are increasingly able to think and to learn. "Any job that can be done by an illiterate can and will be done better and cheaper by a machine; therefore, illiterates are, by and large, unemployable, and will remain unemployable," stated **Owen B. (Brad) Butler,** Chairman, Committee for Economic Development, Subcommittee on Business and the Schools.

"Everyone who enters the workforce is going to have to learn to do the same job seven or eight ways, or to do seven or eight different jobs in order to remain employable throughout their lifetime; therefore, the ability to learn, and therefore literacy, becomes fundamental."

■ HIGHER EXPECTATIONS. We must raise our standards of excellence for our schools, our companies, our government, and our youths. America is competing in a global marketplace. "We must create a workforce that is consistently world-cost and quality competitive," according to **Tom Bell.**

David T. Kearns, Chairman and Chief Executive Officer, Xerox Corporation, stated that the principal difference between our economy and that of Japan can be summed up in two words: "Higher expectations. The Japanese have substantially higher expectations for success than we do."

Robert M. Price, Chairman and Chief Executive Officer of Control Data Corporation, spoke of the need to stress quality and described the dictionary definition of quality as "performance to specification. If we aren't willing on a national basis to adopt rules, specifications, for what quality means, then, indeed, we won't have it."

■ COLLABORATION. Universally, the participants agreed that new partnerships and collaborative efforts are essential.

As **Secretary Brock** stated: "If we want to remain a humane and just society, and perhaps even in economic terms, if we want to preserve our ability to compete in the world economy, we have simply got to face the problem we have with a very large number of our young people. The problem is sufficiently large to require a joint effort of all of us in trying to find ways to deal with the disconnectedness that seems to exist between too many of our young people and the economic and social mainstream of this country."

There was general concensus that a holistic approach is needed, one which treats the various parts of the youth employment and employability development issue. This has implications not only for the organizations and institutions whose primary mission is education, employment, or social services, but for businesses, communities, families, and even the youths themselves. Participants agreed that the issues are so important and the needs so vast that everyone has a role to play in the solution.

■ GOALS FOR THE YEAR 2000. **Secretary Bowen** suggested that as a nation, we have done well in meeting the goals we have set for ourselves, and issued a challenge for all to join in establishing goals for youth and families for the year 2000.

He suggested goals that foster responsible family formation, lifestyles free from substance abuse, competence in daily living, education, employment, economic self-sufficiency, and physical and mental well-being. Among the specific objectives proposed for consideration were:

- To reduce the incidence of out-of-wedlock births to teenagers by at least 50 percent;
- To reduce the mortality rate for 15-to-19 year olds by at least 20 percent; and

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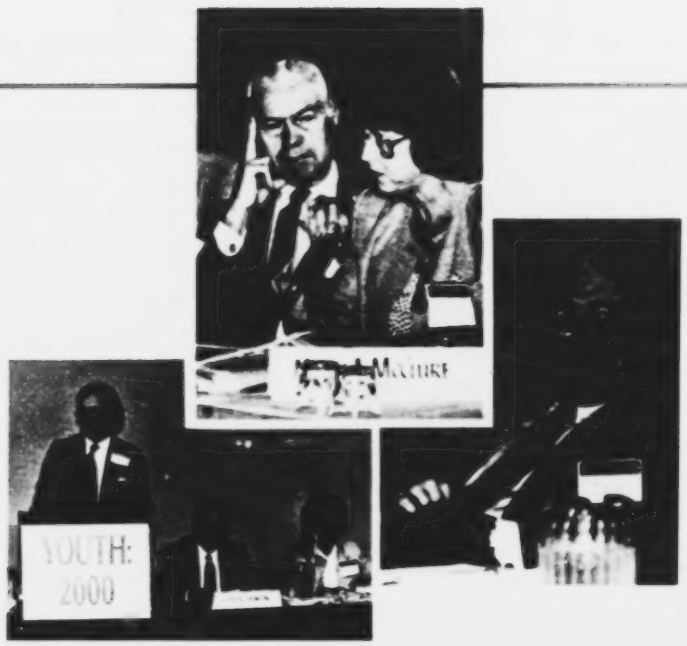
President Ronald Reagan
March 26, 1986



■ To increase the high school graduation rate to at least 90 percent.

■ A CALL TO ACTION. This historic meeting was the beginning of a longer term Youth:2000 initiative, intended to bring the issue to greater focus and clarity, and to raise public awareness, emphasis, and sense of urgency.

"I don't think we have much time," warned **Secretary Brock.** "I think we're losing a lot of people every day in this country. So there is, at least on my part, a sense of considerable urgency."

"The clock is ticking. We have a very short period of time to do some very important work", said **Tom Bell.** "The youth unemployment problem will not cure itself. It is going to take intervention. It is going to take more than business as usual and incrementalism. It takes a commitment to innovative and creative policy solutions. If you don't do it, time will pass and you will have forever lost the opportunity."

"So much is at stake. Today's young people are tomorrow's parents, and the children born today will be teenagers by the year 2000. What happens to them in the next 14 years is crucial." **Secretary Bowen** continued, "So this is far more than a one-day conference. This is the beginning of an opportunity to help shape the future. I would simply ask that we seize that opportunity."

A Coalescence of Sentiment

Secretaries Brock and Bowen then asked the group for input in defining the objectives, and in considering what each individual and the organizations they represent, can do to help achieve these objectives.

Despite the diverse backgrounds of the participants, by the end of the day-long meeting, a sense of commonality emerged among the 75 diverse participants.

Virtually everyone at the meeting agreed on certain basic issues. First, there is an urgent need for an **increased national awareness** of the problem. The question that remains is how best to achieve it.

Second, there was almost uniform agreement on the need for **a marshalling and a coordination of resources** — of the resources of the Departments of Education, Labor, Health and Human Services, and other federal agencies; of national institutions, state organizations, and local community organizations, all of whom can contribute to various parts of the solution.

Third, there was uniform interest in fostering **follow-up actions and activities** of the individuals and the institutions involved in the Youth:2000 meeting. It was acknowledged that no one person has the answer, but that each has a responsibility.

Fourth, it was agreed that the **issues must be viewed in the larger context,** and that the

institutions involved must avoid issues of "turf", and realize the interrelationships in roles and responsibilities. It was agreed that we need to address both our primary, first chance institutions, such as our schools, as well as our second chance institutions, including remedial education, job training, and private sector on-the-job training programs.

Finally, as Secretary Brock stated, **"The essential requisite to real progress on a sustained basis is public awareness and support.** The solutions aren't going to come out of Washington, but leadership can. That really is why we're having this meeting. It is an effort to bring the issue to a clearer focus."

Responding to the Call to Action

The one-day session was not intended to produce "solutions." Rather, it was designed to solicit fresh ideas, surface diverse viewpoints, and create a climate for collaborative attention to and action on a complex array of youth issues.

During the course of the day, various participants took the initiative and suggested specific follow-up actions that they would pursue, individually or through partnerships. Viewed collectively, they move the Youth:2000 initiative forward in raising national awareness and they support each other in a holistic way. Individually, they each address portions of the problems that are most suited to their comparative advantages — the business organizations seek to inform and mobilize other business groups, and the volunteer agencies rely on their extensive networks of volunteers and chapters to pursue a one-on-one approach.

Following up on the commitments and recommendations made at the meeting, the **National Alliance of Business** seeks to carry the Youth:2000 message, perceptions, and concerns to its colleagues in the business community, to heighten their awareness and involvement. These proceedings are a part of this effort.

In addition, the Alliance is currently working to:

- Convene a blue ribbon leadership team, as a smaller working group of the larger Youth:2000 participants, to further the discussion, plan the next steps, and prepare an action plan;
- Provide assistance to carry out a series of regional and state meetings, patterned after the national Youth:2000 forum, that will provide an opportunity to explore some of the most important and complex issues in greater depth; and

- Produce a videotape of Youth:2000 meeting highlights, as well as a written report on proceedings, for use in a variety of forums nationwide.

In addition to these activities, the Alliance

incorporated a Youth:2000 workshop series into the 18th Annual Conference in September 1986, initiated a Program Committee on its Board of Directors focussing specifically on youth issues, and instituted a Youth:2000 column in its publication, "Work America," to keep the issues before the public.

The **U.S. Department of Labor** is now planning to take the Youth:2000 issue to the American public through regional and local activities and the media. It has established a special working group to plan the initiative. Work is underway to convene a series of regional conferences, and to encourage the Governors to pursue agendas at the state level that will further the goals of Youth:2000.

Secretary Brock also announced a Departmental literacy initiative, in which each regional office of the Department, as well as the national office, has undertaken a voluntary literacy/tutoring program.

The **Department of Health and Human Services** has asked the Office of Human Development Services to oversee the planning and implementation of Secretary Bowen's Youth:2000 goals, and to serve as his management team to marshall and coordinate agency-wide initiatives on youth goals.

Both Departments, Labor and Health and Human Services, are continuing their longer-term pilot and demonstration programs which forge new partnerships and leverage private matching money with federal funds in communities throughout the nation.

Several public interest groups have endorsed the goals of Youth:2000, and are incorporating Youth:2000 themes into their activities and meetings.

Because Youth:2000 is an ongoing process, the Alliance seeks input from individuals and organizations around the country, on successful programs and creative solutions to youth problems.

"The solutions aren't going to come out of Washington, but leadership can."

William E. Brock
Secretary of Labor

Introduction

Today our nation faces enormous opportunities and challenges. The pace and variety of change in our society will substantially affect both our world economic competitiveness and our national security. New technology, stiff international competition, changes in consumer preferences, and demographic shifts will cause pervasive mismatches between workplace needs and workforce capabilities.

These changes in our economy are occurring at the same time that growing segments of the nation's workforce, particularly our youths, are coming to the workplace uneducated or undereducated, unprepared, and unemployable. The steadily worsening teenage unemployment problem is a complex one to unravel, and even more complex to solve. It is exacerbated by complicated, interwoven educational and social problems, including illiteracy, school dropout rates, teenage pregnancy, substance abuse, changes in family structure — any or all of which can frustrate both the young people, and those seeking to help them.

Recognizing that these problems are not the purview of just one federal agency or institution, but are the responsibility of us all, Secretary of Labor, William E. Brock called together a cross-section of our nation's most prominent and distinguished national leaders to address these problems and to focus national attention on the issues. Secretary of Health and Human Services, Otis R. Bowen, joined with Secretary Brock as co-sponsor of this historic, one-day meeting. Secretaries Brock and Bowen, along with Department of Education Chief of Staff and Counselor to the Secretary, William Kristol, steered discussions raised in response to three papers presented at the meeting.

Hosted by the National Alliance of Business, the meeting was a public-private partnership in every sense of the term. From the outset, it was understood and agreed that the nation's businesses are the ultimate beneficiaries of a properly educated and trained workforce, and they suffer the consequences and bear the majority of the costs of a national failure to address these human resource development issues.

The purpose of the meeting was to focus on the issues with greater national emphasis and clarity, and to seek advice on how we can create a better environment for local action and a heightened awareness of the problems and challenges.

"We do have a problem facing us that we really cannot further ignore," said Secretary Brock. "If we want to remain a humane and just society, and perhaps even in economic terms, if we want to preserve our ability to compete in the world economy, we must face the problem we have with a very large number of our young people. The problem is sufficiently large to require a joint effort of all of us in trying to find ways to deal with this disconnectedness that seems to exist between too many of our young people and the economic and social mainstream of this country."

The meeting was, in essence, a "call to action," in the words of Secretary Bowen. He asked the conferees to look beyond government responses to the problem.

"Government isn't the real answer. Public programs can help repair the damage, but they can't prevent it. Real and fundamental change must come from the people and the community. We need to involve parents, grandparents, relatives, teachers, church and community leaders. We need to forge a grassroots constituency that sees what needs to be done, and then does it. But for this to happen, we must first issue a call to action. This, as I see it, is the purpose of this conference.

"So much is at stake. Today's young people are tomorrow's parents, and the children born today will be teenagers by the year 2000. What happens to them in the next fourteen years is crucial. I think that here you can make a difference. So this is far more than a one-day conference. This is the beginning of an opportunity to help shape the future. I guess I would simply ask you to seize that opportunity."

The participants at this meeting were national thought leaders and policymakers, drawn from a diverse spectrum of disciplines and backgrounds (see listing in back of report). Corporate chief executive officers, cabinet secretaries, foundation presidents, mayors, state legislators, county commissioners, educators, employment specialists, economists and researchers, civil rights, labor and social policy leaders responded to the call to action, and provided thoughtful analysis and compassionate guidance.

The forum was designed to encourage roundtable discussions on a variety of themes and issues. There were no predetermined outcomes of this meeting, but rather there was a general intent to encourage the participants to describe what they thought should be done, and what they were willing to do as national leaders in business and government, at the federal, state, and local levels, to begin to address the issues facing the nation's future.

The principles underlying the day's discussion

were generally accepted by the group:

- There is an urgent need for increased national awareness of the problem;
- There is an equally urgent need for marshalling and coordinating resources to address the problem;
- The problem is multifaceted and, therefore, multifaceted responses are required;
- There is no "quick fix" to the problems being addressed — they require sustained and persistent attention;
- Follow-up actions are required by individuals, institutions, and communities nationwide;
- The nation can ill afford traditional "turf" battles, but must view the problems in the larger context, and must address both the primary first-chance institutions, such as the schools, and the second-chance institutions, such as training, employment, and remedial education programs.

Following is a report on the proceedings of this Youth:2000 Conference. It attempts to capture the essence of the views expressed, as well as many of the rich details, but it is in no means a complete transcript of the day's discussion.

The meeting was divided into five principal segments. The first reviewed a paper prepared by Bill Johnston, Senior Research Fellow at the Hudson Institute, entitled "Current and Prospective Economic/Social/Political Trends Which Will Impact on Youth in the Workforce." Participants examined the changing demographics — a shrinking workforce and an expanding economy — which provide a unique opportunity to solve the youth unemployment problem before the year 2000. The roundtable discussion which followed considered the implications of these trends for national leaders/institutions, and the severe consequences of a failure to act.

The second segment focussed on a paper prepared by the Department of Health and Human Services, entitled "Youth: Goals for the Year 2000." The roundtable discussion which followed explored youth and family goal areas including responsible family formation, lifestyles free from substance abuse, competency in daily living, and physical and mental well being.

The third principal segment focussed on a paper prepared by Chester E. Finn, Jr., Assistant Secretary of Education for Research and Improvement. The paper, entitled "Real Education Reform," examined problems and policy options regarding the educational reform movement, and the responsibilities of communities, families, children and schools.

The fourth segment of the day was a summary discussion surrounding all of the issues previously explored. The focus was on leveraging institutional and individual resources toward meeting this challenge, and on future actions and next steps toward

building an action agenda for public and private partners at all levels — federal, state, and local, recognizing that the primary focus is on the communities themselves.

The fifth segment of this conference is yet to be determined. From the outset, Youth:2000 was designed as a beginning, with a long-term agenda to be shaped according to the collective wisdom and guidance of the leaders who assembled on June 10. The final chapter has yet to be written. All of us can — and must — play a part.

"The time is right for transition and change, and the opportunity will never repeat itself."

Thomas D. Bell, Jr.
President and Chief Executive Officer
The Hudson Institute

CHAPTER 1 A Window of Opportunity

Mr. Thomas D. Bell, Jr., stated that the rapid pace of technological innovation, and the globalization of the marketplace and the labor force requires that we "break out of our incrementalism, our "business as usual" type thinking, and figure out how to drag ourselves and our change resistant constituencies along with us into the future."

In order to maintain our political and economic leadership of the free world, "we must create a workforce that can be consistently world-cost and quality competitive," asserted Mr. Bell. He pointed out that evidence suggests that we are failing on both fronts, and that the negative trends are likely to accelerate unless we take assertive action.

Mr. Bell made five principal points:

"First, we have a unique opportunity. It exists today, but it's fleeting. Between now and 1993 the demographics work in our favor. Then the trends begin to change. By the year 2000 they are working against us. The problem of youth unemployment can largely be solved by the turn of the century. That is something we have never been able to say before, and perhaps will never be able to say again.

"Number two, the youth unemployment problem, as we mentioned before, will not cure itself. It is going to take intervention. It's going to take assertive Type A behavior. It's going to take more than business as usual and incrementalism. It takes a commitment to innovative and creative policy type solutions. If you don't do it, time will pass and you will have forever lost the opportunity.

"Three, skill requirements will be more difficult in the year 2000; therefore, the job gets tougher as we get beyond this window of opportunity. Already we can see employers demanding more from entry level workers. In the future, they will demand more and more.

"Four, a large part of the answer to the problem must lie in values and family. This is a tough thing for government to deal with. [We must look] to basic family values, to

commitment, hard work.

"Lastly, we would suggest that governmental solutions to the problem will probably fail. We would urge you to consider the government as an innovator at all levels, as a source of seed funds, perhaps, but that you turn to market-based, not government-based solutions to the problem.

"Programs must be allowed to fail when they don't work, and go out of existence. Programs that do work must be allowed to successfully compete and reinforce one another."

Secretary Brock then described the demographics that will affect the nation's business, labor, and all of us:

"First, because young people comprise a shrinking minority of a slowly growing

workforce, there will be a job for every single **qualified** youth who wants one.

"Second, a growing proportion of the young labor force entrants will be minorities, will be from single-parent families, or will be from poor families, or all three.

"Third, more than a third live in central cities and in environments that are unlikely to help them prepare to compete in today's job market.

"Fourth, handicaps of race, poverty, inadequate education and illiteracy, combine to plague disadvantaged youth in the labor market and, without intervention, will continue to plague them for the rest of their working lives.

"Fifth, the problems of the disadvantaged will not cure themselves without further and more effective intervention.

"In a nutshell, the jobs of the future will require higher skill levels than those of today, and few very well-paying jobs are going to available for the unskilled."

Mr. Owen B. ("Brad") Butler, Retired Chairman of the Board of Procter & Gamble, and Chairman, Committee for Economic Development Subcommittee on Business and the Schools, offered two hypotheses:

"One hypothesis is that a reduction in the supply of labor will not do much to solve unemployment problems; that, in fact, in a free market society, the number of jobs created will be equal to the number of productively-employable people who are available in the labor force, . . . and that the unemployed consist primarily of people in transition between jobs, and people who are unemployable. Therefore, to solve the unemployment problem, we have to solve the unemployability problem.

"The second hypothesis is that any job that can be done by an illiterate can and will be done better and cheaper by a machine; therefore, illiterates are, by and large, unemployable and will remain unemployable."

Mr. Butler described the results of extensive research by the Committee for Economic Development which concludes that a set of attitudes and behavior patterns — good work habits — coupled with literacy, constitute employability.

"Everyone who enters the workforce is going to have to learn to do the same job seven or eight different ways or to do seven or eight different jobs in order to remain employable throughout their lifetime; therefore, the ability to learn, and therefore, literacy, becomes fundamental."

Several participants suggested that we not focus on disadvantaged youths exclusively, but that we consider additional groups who need help. **Mr. Howard D. Samuel,** President of the Industrial Union Department of the AFL-CIO, suggested that adult workers also need help; **Dr. Herbert Walberg,** Research Professor of Education, University of Chicago, suggested that we not overlook the high achievers who also need special attention; **Dr. Dale Parnell,** President of the American Association of Community and Junior Colleges, recommended that we consider the needs of those in the middle between college bound, and high school dropouts; and **Congressman Steve Gunderson** observed that we also need to focus beyond the first entry level job, to retraining efforts. **Robert L. Woodson,** President of the National Center for Neighborhood Enterprise, maintained that many are excluded from the marketplace by artificial barriers; and **Dr. Edward Aguirre,** Chairman, Board of Trustees, The National Hispanic University, urged that we target to Hispanic youths, some of whom are illiterate in two languages, citing that 50 percent or more of Hispanic youths drop out of high school before completion; 40 percent before the tenth grade. **Dr. Anthony Torres,** Chairman, National Advisory & Coordinating Council on Bilingual Education, responded

that today's public schools are incapable of solving these problems.

Mr. Lawrence Brown, Chairman of the National Youth Employment Coalition, spoke optimistically about the hope, resiliency and determination of the young people being discussed. He counseled the group not to seek complex, expensive solutions, but to seek solutions that are small ones done youngster-to-youngster, neighborhood-to-neighborhood, city-to-city, and state-to-state.

Mr. John E. Jacob, President and Executive Director of the National Urban League, expanded on Owen Butler's hypothesis, stating "any job that can be done by an illiterate can be done by a machine and it can be done by a machine in Southeast Asia a lot cheaper than a machine here in America. That suggests, therefore, that we are going to have to devise strategies that are focussed on raising the performance levels of minorities and disadvantaged young people. We have to be concerned about quantity of people that we are graduating from our schools, as well as quality."

Mr. Marlin Schneider, Chairman, Special Committee on Pregnancy Options, Wisconsin State Assembly, asked the group to consider the 50 states as laboratories for experimentation and learning, and suggested that state legislatures can provide leadership, change and experimentation.

Dr. Judith Gueron, Executive Vice President, Manpower Demonstration Research Corporation, stated that governmental solutions to the problems will probably not be enough, and suggested that we look to studies and demonstrations of programs that have had some success, and start with some of that evidence.

Mr. Clarence Thomas, Chairman, Equal Employment Opportunity Commission, summed up the first discussion:

"No matter how much we disagree, I think it is important to see that the problems are related to employment discrimination and future employablility. . . particularly for the at-risk group. We can all see that the problems relate to everyone in our society, but they particularly relate to minorities who are left out of the economic system in this country, for a lot of different reasons, whether barriers to entry or absolutely horrible preparation.

"In my five years in government in Washington, this has been the first real commitment to coming up with some solutions to the problem."

"This is the beginning of an opportunity to help shape the future. I would simply ask that we seize that opportunity."

Otis R. Bowen, M.D.
Secretary of Health and Human Services

CHAPTER 2 Youth: Goals for the Year 2000

Secretary Otis R. Bowen, M.D., related his responsibilities as a practicing physician, to those as Secretary of Health and Human Services:

"First we must be concerned about all young people, not just those who are currently at risk or disadvantaged. Our primary goal is wellness, and not really the treatment and amelioration of disease.

"Second, wellness is primarily the responsibility of individuals and their families.

"Third, the community is the primary source of information and services to help the individual and family maintain wellness and ameliorate problems.

"Finally, government's role is to protect the safety and the well-being of its citizens and provide leadership in solving the problems.

"The challenge for us today is to begin to see all parts of the problem, then determine how each of us can help in solving it."

Secretary Bowen boldly announced goals for youths and families for the year 2000:

"For the youth in the year 2000, my department will establish goals that foster responsible family formation, lifestyles free from substance abuse, competence in daily living, education, employment, economic self-sufficiency, and physical and mental well-being."

He described some of the specific, numeric, measurable objectives his Department is considering, which are to:

- Reduce the incidence of out-of-wedlock births to teenagers by at least 50 percent;
- Reduce the mortality rate for 15- to 19-year-olds by at least 20 percent;
- Increase the high school graduation rate to at least 90 percent; and
- Reduce substance use by young people by at least 50 percent.

Secretary Bowen then asked for suggestions from the participants as to what are the most important youth and family objectives, and what can each of us and the organizations we represent do to help achieve these objectives by the year 2000.

Mr. Gregory L. Coler, Director, Illinois Department of Public Aid, suggested that state government has a special responsibility to contribute to developing programs that will help achieve these objectives. He suggested that we need to link welfare and work in a constructive way, and that we need programs that will come to grips with teen pregnancy. In any case, we need interagency coordination, and involvement of the business community.

Congressman Dan Coats, the ranking member on the House Select Committee on Children, Youth and Families, pointed out the role of the families in developing attitudes and values, and the importance of commitment, and called for community responses, church responses, private enterprise responses, public enterprise responses, and others.

Mr. Owen Butler suggested that the prevention of defects is more efficient and cheaper and more effective than the correction of defects, and that we need to start early, with pre-school programs, as "the single best investment this country can make. Five thousand dollars invested in a disadvantaged three year-old is returned four times over, plus interest, to the taxpayer."

Ms. Amy Loomis, Director of the Teenage Pregnancy and Parenting Project, San Francisco Unified Schools, described the need for continuity in following an individual up through adolescence, and described "case management" as an important intervention. She suggested that we look at some of the root issues that we are helping to reinforce in terms of the family, family values, commitment, and continuity, and described the need to deal with teen fathers as well as mothers, child care, medical needs, etc., in a coordinated way.

Mr. A. Sidney Johnson, III, Executive Director of the American Public Welfare Association, cited the need for reform of the federal welfare system, to build in decent jobs, and adequate assistance for pregnant teens.

Ms. Marion W. Pines, Commissioner of the Neighborbood Progress Administration in

Baltimore, noted the need for coordination of resources to leverage better service delivery. She urged the group to focus on a few, priority issues, and suggested that the place to start is with literacy:". . . if people can't read, they can't form values, they can't change attitudes; they can't change their job behaviors; they can't do an awful lot of things because they have absolutely no power." She cited the need to develop solutions at the community level, in order for people to see a role for themselves, and a payoff for the community.

Mr. Richard Schubert, President of the American Red Cross, reiterated the need for a holistic response, not only at the national level, but at the grassroots level, in every community across the country. Mr. Schubert recommended that the group identify those things which will be unacceptable in the year 2000, and then work from this list to establish goals, to make things happen at the grassroots level.

Mr. Gerald P. Regier, President of the Family Research Council, suggested that the community in a real sense acts like a family, and that it can take responsibility for its actions and values. He suggested that we focus on the strengths of the family, pursue a national public awareness campaign led by the government, and that we form task forces at the community level, designed to strengthen families, and focus on teenage pregnancy.

Dr. Morris Green, Professor & Chairman of the Department of Pediatrics, Indiana University School of Medicine, emphasized the critical need to prevent mortality of youth due to violence, and the impacts on youths and families of all types of violence. He described the problem as an individual, personal problem, as well as a family and community problem, but reiterated that the community is the place to begin.

Dr. James B. Hyman, President of the Cleveland Private Industry Council, stated that this is largely an urban problem, and a complex one. He suggested that we try to find some incentives that will enable us to reach the target population — the youths themselves.

Dr. William F. Pierce, Executive Director, Council of Chief State School Officers, stated that we need to focus on those most at risk. He suggested that one way to do that is to target to big city school districts in order to have the greatest impact on the largest number of youths. He stated that the 100 largest school districts contain 44 percent of all the minority children in this country.

Dr. Erik P. Butler, Director of the Center for Human Resources, Brandeis University, suggested that, rather than organize our efforts around "symptoms", we coordinate our efforts, acknowledge

that the symptoms are interwoven, and begin to think about systems for intervening at the federal, state and local levels.

Dr. Marion Howard, Director, Teen Services Program, Grady Memorial Hospital, argued that we need to make Americans hungry for the solutions, and reminded the group that no matter what the approach, it is the caring people who make the difference, who show young people that they are valued:

"In order to do that, we adults may have to give up something, or give something. Maybe its tax dollars, maybe we need to give of ourselves. We may need to treat young people with the respect they deserve. We may need to go back to valuing young people like we used to do and don't seem to any more."

Dr. Dorothy Height, President of the National Council of Negro Women, called for a holistic approach, and said that for many, deeply rooted in poverty, with no role models, and few opportunities, these youths need stimulation, need goals, and need support in their families, whatever their composition. She reminded the group that we need to come to grips with the fact that more families are headed by females, and these women need opportunities for decent wages, for support in caring for their children.

Secretary Bowen summed up, saying:

"Employment, education, and health, a lack of one or all three, certainly will beget problems of poverty, school dropouts, illiteracy, unemployability, drugs, teenage pregnancy, suicides, and homicides. As so many have stated, this will require an integrated or holistic approach. From our Department (HHS), certainly we want to do everything we can to strengthen the family, to reduce the teenage pregnancies, to reduce the mortality rates of the 15- to 19-year-olds, and to work with the Departments of Labor and Education to correct the problems of illiteracy and unemployment.

"I think, as so many have mentioned, that the key is activity in the local community and the neighborhood. We intend to be a catalyst to try to develop that."

Highlights: Address of Admiral James D. Watkins

Following are excerpts from a luncheon address presented by Admiral James D. Watkins, Chief of Naval Operations.

There is a confluence of national thought right now, there's an opportunity that presents itself to all us, and if we don't grasp the opportunity, we're going to plunge the nation into economic and military crisis.

Our feeling is that at this point in time, the all-volunteer force will fail at the end of the decade. Supply and demand will not solve this one. It requires, in my opinion, impulse now; it requires a catalyst to focus into a national movement very quickly.

The military has a great deal at stake. The minimum education requirement to get in the military is that you can read above the sixth reading grade level. That is not a high standard. That's "Beware of Jet Blast". That's the kind of sign you have to be able to read.

Today, 24,000 of our 100,000 a year that come in, read below the tenth reading grade level, all of whom have high school diplomas. Technology today demands manuals that read at the 12th to 14th reading grade level.

By the end of this decade, the military will require one out of every two qualified males. Industry, business, will all be clamoring with us for the same resources that simply are not going to be there in the kinds of numbers this nation needs.

We have had to set up remedial reading programs, and today we put 8-10,000 a year of our high school graduates through remedial reading to get up to about the 8th reading grade level. We are able to train them and focus them in skill areas that are useful to the Navy and useful to society as a whole.

We are seeing youngsters arrive at boot camp now that require more fitness remediation. Fourteen thousand a year of the 100,000 cannot pass the most basic test. The trends are continuing downward.

We in the Navy have set up a program called Personal Excellence and National Security. It tried to grasp what we have called the triad of personal excellence — education, youth fitness, and a set of ethical standards. It is not morality; it is just a new sailor's creed. We want our people to comply with these very basic concepts of ethical practices.

We must get in the act before they reach workforce age. We are now focussing, in pilot Saturday Scholars programs across the country, on

math and science programs, youth fitness, all kinds of programs that need to become institutionalized to deal with the problem, focussing on the 8 to 16-year-old group.

Because, if we just wait for society to move with this supply and demand curve, and it moves too slowly, we're not going to be able to manage. You're going to see our national prestige and position back off. We cannot continue to carry out the worldwide commitments to 43 different alliances, bilateral and multilateral agreements and the like, with the status quo in dealing with the very special human resource development needs that require attention nationally.

Where is the momentum going to come from to get these kids motivated? I think it needs to have a big push, right from the top, from the President himself.

You have a commitment at least out of the Navy, that we're serious about it. We're going to be moving out; and we're going to be asking for help.

"The fundamental solution to education is clearly not in Washington, it is not even in the state capitols. It is in the schools and in the homes."

William Kristol
Chief of Staff/Counselor to the Secretary
U.S. Department of Education

3 Real Education Reform

The third principal segment of the conference focussed on a paper entitled "Real Education Reform," prepared by Chester E. Finn, Jr., Assistant Secretary of Education for Research and Improvement. The highlights of the paper were reviewed by **William Kristol,** Chief of Staff and Counselor to the Secretary of Education, followed by a roundtable discussion on the issues.

This segment of the meeting was more controversial — there was little disagreement on the ends, of improving schools, — but there was considerable discussion on the means.

The Department of Education paper suggested that the educational machine may need to be "reconfigured in a more fundamental sense." To quote from their paper:

"Currently, school systems have few incentives or rewards for entrepreneurialism or risk taking; for initiative or heterodoxy, responsibility and authority are rarely joined. Most crucial management decisions are made far away from the workplace. The customers, the consumers, have few choices among and less control over the product they are receiving. The professionals are treated alike, whether they are good or bad at their jobs. In any case, their employer, who is the school system downtown, is often not in a very good position to judge whether they are good or bad, and their immediate supervisors or colleagues, their peers, have very little effect on their compensation, on their status — really, on their life, in a sense, on their possibilities in the profession.

Teachers, principals et cetera, are supposed to be part of a team, but the team, as such, isn't in charge of much. Teachers and principals and parents are supposed to be part of an institution with a certain ethos, a certain spirit, but the actions that might

generate such an ethos are mainly beyond their control. Besides, success brings no praise, failure no sanctions, mediocrity no response at all, except intermittent alarms sounded by distant national commissions."

Mr. Kristol suggested the kinds of systemic, structural changes they would recommend:

- Radical decentralization of school management
- Heightened accountability for the attainment of ends

- Incentives for enterprise, with rewards and sanctions
- Merit pay or compensation for performance
- Increased parental choice among public schools
- Increased parental involvement
- Alternate certification for teachers, principals

"The fundamental solution to education is clearly not in Washington, it is not even in the state capitols. It is in the schools and in the homes, and really the task is to figure out how to set up our system so it empowers the schools and empowers the homes and lets the schools and homes do better what they know and what we know they should do."

"In a very real sense," said **Mr. Robert Price**, Chairman and Chief Executive Officer of Control Data Corporation, "we're dealing with a problem of quality. Quality must be led from the top, but it must occur from the bottom. Maybe the simplest way to begin is to think about the definition of quality, which is very straightforward — performance to specification. If we aren't willing on a national basis to adopt rules, specifications, for what quality means, then, indeed, we won't have it."

Congressman Hawkins disagreed with the Education Department's proposals. He suggested, rather, that we find what works and build on that:

"What we should do on the basis of knowledge is find out what it is that is actually working, whether it is in education or employment or any other field pertaining to youth. Where we have had successes, we should look at those successes and say 'Let's try to replicate them; let's try to encourage them.' "

Congressman Hawkins counseled the group to build on knowledge, improve on past successes, and strive for greater coordination.

Mr. John A. Calhoun, Executive Director of the National Crime Prevention Council, urged a unique approach, one which makes the youths themselves "feel that they are claimed, that they, indeed, have a stake." He suggested that we need to develop programs which involve kids as partners, which give them the message that they are responsible and that they are needed.

Reverend Leon Sullivan, Chairman, Opportunities Industrialization Centers, Inc., heightened the sense of urgency of the

meeting, saying that "we are in a national emergency," and warned if we fail to take action, by the twenty-first century, 70 percent of the black community in the urban areas will have to depend on government resources for their support. "You're talking about a vast amount of resources of America to keep people propped up by welfare. Now, doesn't it seem more logical to use smaller resources to assist in the training and the development of people so they can return something to the nation, rather than to have to apply these resources at the other end to shore up a problem that we could have dealt with now." He also cited "the problem of continuing pervasive discrimination." "We need not tinker with our schools," he continued, "we need to fix them up." Concluding, he said "It's a matter of national emergency we're facing. Either we're going to deal with that emergency, or that emergency is going to deal with us."

Dr. Nathan Quinones, Chancellor, New York City Board of Education, proposed that we make "one commitment, if only one, and that is universal pre-kindergarten programs."

Dr. Charles L. Glenn, Director of Equal Educational Opportunities, Massachusetts Department of Education, discussed the education efforts in Massachusetts, stating that they are "trying to be clearer about what are those generic learnings, which every student in our society should acquire, those habits of mind, those qualities of character, those abilities to set goals in life and pursue them, which every student ought to acquire through the educational experience, as well as the skills of literacy and numeracy." He reinforced the Education Department's position that the schools need a great deal of flexibility about how they achieve these objectives, "choice which allows different styles of education to help students to achieve those common skills which all will need, and also those uncommon skills and uncommon qualities which are unique to each student's potential."

Ms. Amy Loomis, Director, Teenage Pregnancy and Parenting Project, San Fransisco Unified Schools, countered this view, saying "It troubles me that it has been suggested that we look at parental choice as the solution. The parents that I see are so overwhelmed with the survival issues themselves that they're not the shoppers of education that are represented in this room." She continued, "in order to even shop, we have to have the quality to shop for." She suggested looking to the business community to contract for services, and reinforcing excellence by the providers of the service, as well as the consumers.

Dr. James B. Hyman, President of the Cleveland Private Industry Council, asserted that if we are asked to choose quality, we "need good information from which parents can make selections." He suggested that teachers are not beating down the doors to enter the profession, and that we cannot rely on decentralization as the answer to school improvement. He suggested that there is a very clear role for the federal government, particularly in light of our current posture in education which is "tantamount to unilateral disarmament."

Mr. William Kristol interjected that "the fundamental solution in education reform, is going to come from the ground up through competition, to encourage better performance by teachers, principals, and educators. It means parental choice and involvement, to get parents, the crucial actors, involved."

Mr. Owen Butler responded by quoting a Committee for Economic Development study on the schools: "We believe that any call for comprehensive improvement in the public schools that does not recognize the need for additional resources, is destined for failure." "Clearly," he stated, "we are not spending enough."

Ms. Mary A. McClure, South Dakota State Senator, and **Mr. Marlin Schneider,** Wisconsin State Assembly, both suggested that the states can serve as laboratories for learning what works. Ms. McClure suggested that we "look at the pilot programs that different states have initiated, and take what might suit our own states, and our own situation."

Mayor Marion S. Barry, Jr., Mayor of the District of Columbia, summed up the various

themes made in the day's discussion — the need to target on the disadvantaged, set goals and targets, promote self-confidence within inner city youths, face the drug problems and the teen pregnancy problems head-on, promote access to jobs, work with the families and parents, and work to coordinate resources more effectively. He called for the public and the private sectors to each play a role, both financially and through effective leadership.

"I don't know why this country can't say 'Let's eliminate illiteracy by the Year 2000.' That's 14 years and we ought to be able to wipe it out in a period of time like that."

William E. Brock
Secretary of Labor

CHAPTER 4 Building an Action Agenda — Next Steps

The final roundtable discussion focussed on leveraging institutional and individual resources toward meeting Youth:2000 goals and beginning to build an action agenda that will continue into the next year, and even the next decade. **Pat Choate,** TRW, began the discussion:

"I found this to be an extraordinary meeting, both because of the number of organizations that have been involved, the diversity of perspectives, and yet the consensus that the issue of youth employment, youth training, particularly the disconnected and minority youth, is at a national crisis. It seems to me that we have a unique opportunity.

"I would suggest," he continued. "that the National Alliance of Business or some other organization form a small ad hoc, representative working group, to try to find some areas of consensus among those individuals, then come back at an appropriate moment to this larger group and let's find some ways to take specific actions and work together to address this national challenge."

Mr. Hubert Price, Jr., County Commissioner, Oakland County, Michigan, suggested initiatives which link economic development, job training, and welfare programs, in order to leverage institutional and individual resources.

Mr. Thomas M. McKenna, President, Big Brothers/Big Sisters, boldly stated that "what we have to do is take one or two of these specific issues, and if I were to have to choose one, I would take literacy, and for each of us, within our own bailiwicks, from our own perspectives, to begin to define what it is that we can do to help address that issue." He announced that the Big Brothers/Big Sisters of America could focus on kids with illiteracy problems.

Ms. Paula MacIlwaine, County Commissioner, Montgomery County, Ohio, joined in, saying that "a lot of the solutions to the problems we're talking about have to be dealt with on the local level. I would like to see this kind of meeting sponsored at either the regional or local level, to get more input, and find some solutions." She also emphasized the importance of involving "the youth themselves in the solution to their own problems. They may have a few ideas we haven't thought of."

Ms. Dorothy V. Harris, President of the National Association of Social Workers, spoke of the leadership role that national professional associations can lend to the challenges that face the nation, and stated: "We stand ready to work with you, to help you develop and implement strategies that will help us to reach the goals we have set forth today."

Mr. Rodolfo B. Sanchez, Chairman, Hispanic Americana, Inc., commended the coordinated efforts of the three federal agencies present, and suggested some periodic follow-up sessions, calling upon different groups, one of which would be Hispanic health and employment experts.

Mr. G. Spencer Coggs, Wisconsin State Senator, spoke of the key role that the community-based organizations play in relating to the children, in keeping the attention "on the human level."

Mr. Roger F. Rawson, Chairman, Weber County Commission, Utah, spoke of the critical role of communities, and of local businesses, in directing the local education system, and in becoming involved. He said children need business role models: "We must identify for children those people in the community who are successful because of their ability to read and write, not necessarily because they are great basketball players."

Ms. Catherine N. Stratton, Associate Secretary of Economic Affairs for the Commonwealth of Massachusetts, suggested that "we ought to look at the existing institutions we already have in place. I believe that Private Industry Councils offer a basic infrastructure on which to build. Private Industry Councils can serve as an institution that both convenes and galvanizes community action. They are one of the few community institutions that have at the same table education, labor, business, community-based organizations. They can

identify and organize available resources, and they can pinpoint gaps in services that need to be filled."

She then described the role of federal and state government, "to create the climate, the process, and the incentives." She stated that "The problem is that governments, both state and federal, are organized at the convenience of the bureaucrats and not at the convenience or the service of the consumer." She continued, "Only the most sophisticated youngster can navigate his or her way through institutional borders."

Ms. Stratton made four recommendations:

- "First, we need clearly to raise the national consciousness.
- "Secondly, the Departments of Labor, of Education, and HHS [should] articulate a clear national, cross-cutting employment policy for youth, with a sustained financial investment and clear, measurable goals.
- "Thirdly, I would like to see the creation of a national fund to match money allocated by states and local communities that are willing to radically or significantly reorder and restructure the way that they deliver services.
- "Finally, I think we need desperately intensive technical assistance and remediation services at the local level to bring those people together and to provide the kind of "hands on" skills that are available.

Mr. David T. Kearns, Chairman and Chief Executive Officer of Xerox, echoed the call for leadership from Washington and suggested that we establish goals far enough out that they are not subject to election politics.

Mr. Kearns also favored targeting to minorities

and the poor in the major cities, and investing in pre-kindergarten. He stressed the need for business involvement, and spoke of the "real opportunity for the application of technology to help us solve our problems."

He stated that after over twenty five trips to Japan, he concluded that the essential difference between their schools and ours, between their businesses and ours could be summed up in two words: "higher expectations. The Japanese have substantially higher expectations for success than we do. My greatest fear is we will make progress, and by the time we reach the middle Nineties, and the year 2000, we will find that we're farther behind."

Mr. John D. Ong, Chairman of the Board and Chief Executive Officer of BFGoodrich, and Chairman of the National Alliance of Business, made three specific followup commitments:

"First NAB would be pleased, more than pleased — anxious — to try to put together a working group that would be, in some reasonable way, representative of this very diverse gathering, and to try, over the months ahead, to come up with a set of programs which speak to the necessary action element that Tom Bell was talking about. At some

point, the Alliance could reassemble this group and place before them a set of draft propositions for debate and decision.

Secondly, the Alliance would be happy to look at the possibility of holding some meetings of this kind in various localities across the country in the months ahead, in order to expand our ability to garner ideas from people who are active, interested, and involved in this challenge.

Finally, we will undertake to communicate the kinds of perceptions and concerns that have been raised around this table today, with some of our colleagues in the business community, the chief executive officers of other major companies, representatives of medium sized and smaller businesses, and attempt in every way that we know how to get them involved in this process over the next year."

Secretaries Brock and Bowen each made concluding remarks, wrapping up a day rich in ideas and diversity, and highlighting common themes sounded during the day — the need to target resources, focus on pre-school and on literacy as special areas of attention, and the need for specific followup activities to continue responding to the "call to action."

Secretary Brock stated an interest in followup at the regional and local levels. He called upon participants to explore "what it is that each of us can individually, in our own institutional capabilities and capacities, contribute to the solution of the problem." He urged that participants "look for some new partnerships" to enhance the individual efforts.

Secretary Bowen expressed his gratitude to the group assembled, and urged each to send in their specific suggestions for implementation of some of the items put on the table. In closing, he called on the states to have comparable conferences, and stimulate their communities to do the same:

"We have begun today the call to action. We have a lot of work yet to do. I think we have established the framework, and that we can make a difference for and with our youth."

CONCLUSION

This historic meeting on June 10, was the beginning of a long-term initiative that has yet to unfold fully. Its potential is enormous, if the nation's collective energy and will can be directed toward the goals of Youth:2000. Clearly, it will take the sustained commitment of us all, not only individually, but in new partnerships to address some difficult issues. Businesses must respond to both economic imperatives and societal ones. Governments must transcend traditional bureaucratic limits, to take risks and demonstrate leadership.

The National Alliance of Business, on behalf of the Secretaries of Labor and Health and Human Services, and the Department of Education, offers this challenge, and invites you to join in this partnership, and seize the opportunity to shape the future.

YOUTH:2000 MEETING PARTICIPANTS

(In Alphabetical Order)

Dr. Edward Aguirre
Chairman, Board of Trustees
The National Hispanic University

Honorable Marion S. Barry, Jr.
Mayor
District of Columbia

Mr. Peter D. Bell
President
The Edna McConnell Clark Foundation

Mr. Thomas D. Bell
President & Chief Executive Officer
Hudson Institute

Mr. Gordon Berlin
Program Officer
The Ford Foundation

Honorable Otis R. Bowen, M.D.
Secretary
U.S. Department of Health and Human Services

Honorable William E. Brock
Secretary
U.S. Department of Labor

Mr. Lawrence Brown
Chairman
National Youth Employment Coalition

Dr. Erik P. Butler
Director
Center for Human Resources
Brandeis University

Mr. Owen B. (Brad) Butler
Retired Chairman of the Board
The Procter & Gamble Company
Chairman, CED Subcommittee on Business and the Schools

Mr. John A. Calhoun
Executive Director
National Crime Prevention Council

Mr. Pat Choate
Director for Policy Analysis
TRW, Inc.

Mr. John L. Clendenin
Chairman & Chief Executive Officer
BellSouth Corporation
Incoming Chairman
National Alliance of Business

Honorable Dan Coats
U.S. House of Representatives

Honorable G. Spencer Coggs
Senator
Wisconsin State Legislature

Mr. Gregory L. Coler
Director
Illinois Department of Public Aid

Captain Donald Dvornik, USN
Special Assistant, Chief of Naval Operations and Public Affairs
Department of the Navy

Mrs. Marian W. Edelman
President
Children's Defense Fund

Dr. Jean Elder
Acting Assistant Secretary of Human Development Services
U.S. Department of Health and Human Services

Dr. Charles L. Glenn
Director of Equal Educational Opportunities
Massachusetts Department of Education

Dr. Morris Green
Professor & Chairman
Department of Pediatrics
Indiana University School of Medicine

Dr. Judith Gueron
Executive Vice President
Manpower Demonstration Research Corporation

Honorable Steve Gunderson
Ranking Minority Member
Subcommittee on Employment Opportunities
Committee on Education and Labor
U.S. House of Representatives

Honorable Dorcas R. Hardy
Commissioner
Social Security Administration

Ms. Dorothy V. Harris
President
National Association of Social Workers

Honorable Augustus F. Hawkins
Chairman
Committee on Education and Labor
U.S. House of Representatives

Dr. Dorothy Height
President
National Council of Negro Women

Dr. Victor Herbert
Superintendent, Dropout Prevention
New York City Board of Education

Dr. Marion Howard
Director
Teen Services Program
Grady Memorial Hospital

Dr. James B. Hyman
President
Cleveland Private Industry Council

Mr. John E. Jacob
President and Executive Director
National Urban League

Mr. A. Sidney Johnson, III
Executive Director
American Public Welfare Association

Mr. Bill Johnston
Senior Research Fellow
Hudson Institute

Mr. David T. Kearns
Chairman & Chief Executive Officer
Xerox Corporation

Honorable William H. Kolberg
President
National Alliance of Business

Dr. Rosemary F. Kolde
Associate Superintendent
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PHOTOGRAPHS

Page 2	William H. Kolberg
Page 3	William E. Brock Roger D. Semerad
Page 4	William E. Brock
Page 5	Clarence Thomas James T. Morris John E. Jacob Dorcas R. Hardy Otis R. Bowen, M.D. William E. Brock Roberts T. Jones Roger D. Semerad Jack Klenk
Page 6/7	Meeting Participants
Page 8	Roger D. Semerad Otis R. Bowen, M.D. Dorcas R. Hardy Owen B. Butler Mary A. McClure John D. Ong
Page 9	Jan W. Mares William H. Kolberg
Page 11	William E. Brock
Page 12	William H. Kolberg Thomas D. Bell Mary A. McClure
Page 13	John D. Ong
Page 15	Thomas D. Bell
Page 16	John D. Ong William H. Kolberg Thomas D. Bell
Page 17	Otis R. Bowen, M.D.
Page 19	Otis R. Bowen, M.D.
Page 20	Meeting Participants
Page 21	Roger D. Semerad Dorcas R. Hardy James D. Watkins
Page 23	James D. Watkins
Page 25	William Kristol
Page 26	Meeting Participants
Page 27	William E. Brock Robert L. Woodson
Page 28	Marion S. Barry, Jr.
Page 29	Meeting Participants
Page 30	Dorcas R. Hardy Otis R. Bowen, M.D. William E. Brock
Page 31	William E. Brock James D. Watkins

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ISBN 1-26-20